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**FACTORS INFLUENCING THE INTENTION TO LEAVE JOB  
AMONG GENERATION Z IN INFORMATION TECHNOLOGY  
(IT) INDUSTRY IN KLANG VALLEY**



**By**

**SHERLIN A/P MARIRASU**

Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business  
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In Partial Fulfillment of the Requirement for the MSc. (Management)



**Pusat Pengajian Pengurusan  
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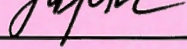
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## ABSTRACT

This study examines the factors that influence the intention to leave among generation Z in IT industries. Generation Z, who cannot be wedged at one working place, is the new emerging employees entering the workforce. High turnover rates may have negative impact on the organization, such as creating instability and uncertainty on labor conditions and rising human resource costs such as investment on training and recruitment. Therefore, this study analyzes salary satisfaction, job satisfaction, organizational commitment and organizational citizenship behavior towards employee's outbound intention. It adopts a quantitative method where questionnaires were distributed to respondents using stratified random sampling. A total of 250 respondents participated in this study. Findings have shown that salary satisfaction, job satisfaction and organizational commitment have a negative relationship with intention to leave job except one variable which is organizational citizenship behavior. High intention to leave can result in low organization performance therefore retention strategies are proposed.

**Keywords:** Salary Satisfaction, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Intention to Leave Job, and Gen Z



## ABSTRAK

Kajian ini mengkaji faktor-faktor yang mempengaruhi niat untuk meninggalkan di kalangan generasi Z dalam industri IT. Generasi Z, yang tidak dapat dijepit di satu tempat kerja, adalah pekerja baru yang sedang memasuki tenaga kerja. Kadar putaran yang tinggi mungkin memberi kesan negatif kepada organisasi, seperti mewujudkan ketidakstabilan dan ketidakpastian terhadap keadaan buruh dan kenaikan kos sumber manusia seperti pelaburan untuk latihan dan pengambilan pekerja. Oleh itu, kajian ini menganalisis kepuasan gaji, kepuasan kerja, komitmen organisasi dan tingkah laku kewarganegaraan organisasi terhadap niat keluar pekerja. Ia menggunakan kaedah kuantitatif di mana borang soal selidik diedarkan kepada responden menggunakan persampelan rawak berstrata. Seramai 250 responden mengambil bahagian dalam kajian ini. Hasil kajian menunjukkan bahawa kepuasan gaji, kepuasan kerja dan komitmen organisasi mempunyai hubungan negatif dengan niat untuk meninggalkan pekerjaan kecuali satu pemboleh ubah iaitu tingkah laku kewarganegaraan organisasi. Niat keluar kerja yang tinggi boleh mengakibatkan prestasi organisasi yang rendah oleh itu strategi pengekalangan dicadangkan.

**Katakunci:** Kepuasan Gaji, Kepuasan Kerja, Komitmen Organisasi, Kelakuan Kewarganegaraan Organisasi, Niat Keluar Kerja, dan Gen Z



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## LIST OF ABBREVIATIONS

Gen Z	Generation Z
HP	Hewlett Packard
HR	Human Resource
IT	Information Technology
SPSS	Statistical Package for the Social Sciences



## **CHAPTER 1**

### **INTRODUCTION**

#### **1.0 Background of study**

In this new era of globalization, employee turnover has been a crucial subject to deal with any business organization across every industry. Chan (2008) stated employee turnover as a solemn matter, predominantly in human resource management. This is because there will be severe impact to the company's performance, reducing productivity, lowering service quality, and increasing expenditure such as recruitment cost (Letchumanan, Apadore & Ramasamy, 2017). From the human resources (HR) point of view, it is classified that turnover is classified as the rate of an employer gains and loses employees. Basically, it describes "how long employees tend to stay". It basically means the percentage of employees who within a specific period of time choose to leave the organization for other companies. This forces the organization to substitute them with new employees at extra cost (Tracey and Hinkin, 2008).

A company's productivity may be harmful when there is a high turnover, especially when the skilled employees are a usual departure and also the employee population contains a high share of novice workers (Schuster et. al, 2018). Employee turnover an important element that management should pay attention to.

An organization would need employees to run the business as employees are the asset and it is essential for the organization to take the effort to retain their talented employees. It is a known fact that a talented and skillful employee is hard to be replaced by any organization.

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## QUESTIONNAIRE

Dear respondents,

This questionnaire is developed to examine the factors influence of turnover among Generation Z in IT Industry.

Kindly requested to answer honestly all questions in this questionnaire. I guarantee that all information you provide in this question form is only for the purposes of research only. Your help and your participation would be greatly appreciated. Thank you for your time and cooperation.

This survey form is to identify the factors influence of turnover among Generation Z in IT industry.

**INSTRUCTIONS:** Give a mark (√) in the box that will be answered

**Part A: Respondent's details**

1	Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female
2	Educational level.	<input type="checkbox"/> Diploma	<input type="checkbox"/> Master
		<input type="checkbox"/> Degree	<input type="checkbox"/> PHD
3	Occupation Level:	<input type="checkbox"/> Junior Level	<input type="checkbox"/> Management Level
		<input type="checkbox"/> Senior Level	
4	Income Level	<input type="checkbox"/> Below RM1,000	
		<input type="checkbox"/> RM1,001 – RM2,500	
		<input type="checkbox"/> RM2,501 and above	

**Part B:**

The survey contains a series of statements related to responsiveness, assurance, tangibles, empathy and reliability. For each statement, circle one of the numbers that you think is correct.

**1) Strongly Disagree**

**2) Disagree**

**3) Not Sure**

**4) Agree**

**5) Strongly Agree**

TURNOVER INTENTION.					
1.	I often think about quitting my present job	1	2	3	4 5
2.	I will probably look for a new job in the next year	1	2	3	4 5
3.	As soon as possible, I will leave the organization.	1	2	3	4 5

**Part C:**

<b>SALARY SATISFACTION</b>					
1.	I receive the right amount of salary for my work.	1	2	3	4 5
2.	The economy affects my satisfaction with my current salary level	1	2	3	4 5
3.	I'm being paid fairly in comparison to other staff in my organization.	1	2	3	4 5
4.	I am likely interested in advancement and financial gain	1	2	3	4 5
5	I'm covered by medical insurance	1	2	3	4 5

<b>JOB SATISFACTION</b>					
1.	Overall, I am pleased with my work	1	2	3	4 5
2.	Overall, I am satisfying in my current practice	1	2	3	4 5
3.	My work in this practice has met my expectations	1	2	3	4 5
4.	My current work situation is not a major source of frustration in my life	1	2	3	4 5

<b>ORGANIZATIONAL COMMITMENTS</b>					
1.	I would accept almost any type of job assignment in order to keep working for this organization	1	2	3	4 5
2.	I feel very little loyalty to this organization	1	2	3	4 5
3.	I am proud to tell others that I am part of this organization	1	2	3	4 5
4.	I talk up this organization to my friends as a great organization to work for	1	2	3	4 5
5	It would take very little chance in my present circumstances to cause me to leave.	1	2	3	4 5

<b>ORGANIZATIONAL CITIZENSHIP BEHAVIOR</b>					
1.	I defend my company when someone talks negative about it	1	2	3	4 5
2.	If my organization going through hard time, I will stay with the organization	1	2	3	4 5
3.	If an operation is consuming the organization resources and it is not my direct responsibility, I talk about it with management	1	2	3	4 5
4.	I do invest personal time and effort for doing challenging and voluntary tasks.	1	2	3	4 5